

Tourism Workforce Assessment Forum
Yuma
May 25, 2005

Discussion Topic 1: Recruitment, Retention & Succession

What non-traditional strategies do you use to recruit entry-level employees?

- YPIC
- Recruit family – not just employee
- AWC culinary program
- Entry-level testing
- Tuition reimbursement
- Psychological testing
- Posters in RV parks, recruit summer state parks
- Job fairs/recruit entry-level
- “Centers to apprentice”
- Recommend (Ohio State youth programs / how to implement how it would affect you if followed)
- Articulate with format/templates
- Showed career ladder if you start at this job, learn English
- Communication / one local space
- Community to gather, learn regional state (younger want to leave Yuma)
- Accessible, kiosks, etc. work at the Grand Canyon
- I talk to high schoolers, put on seminars and career days and do job shadowing and let them see first hand
- I do the same, our restaurant is family-owned, I contact high schools and college and I’m successful and getting younger people in. I have key employees, but I need those students to fill in those positions
- Talk to other relatives we start talking in jr. highs to start planting that seed—that there’s other jobs outside of McDonalds to get customer service skills
- As a government agency, [we’ve] used the STEP program and start at entry level giving work part time and when they finish the degree, we give them a job. We pay for some of their schooling
- Reward program for referrals and the reward increases if the person stays longer. Somewhat successful in doing this
- I’ve hired family members, there’s consistency in work ethic
- We have dir. from different areas where we have a career day and we do a forum with them and tell them about our jobs. 19-22% of jobs are for tribal members

What non-traditional strategies do you use to recruit management employees?

- Advertise
- University recruitment (tech-oriented jobs)
- Succession planning—map rising stars and develop plan
- Internships—hire → invest → promote
- Steal from smaller communities or organizations
- Internet postings, technology
- Head hunters
- Perks that tourism industry can offer
 - exchange with other hotels (sm. Properties)
- Resource for job – who do you call? (State to state)
- Recruit from within – movement from one place to another
- Resorts – all in one / amenities
- These are standard, we try to keep things with family and friends, keep it within the community, not nepotistic...but in a way
- Instead of trying to recruit people from other hotels, we try to get people from retail. If they’ve got the customer service that’s essential. We can train all else. We talk with people who do their job well. Sometimes it works, sometimes it doesn’t. I won’t steal employees [from competitors]
- I agree, I have 22 employees. I take pride in my core group of people who are great. Family is important. I know they are going to be good. Customer service is so important
- We have our internal programs already established. So we have basic training for jobs, and develop relationships with mentors. Upper mgmt jobs are posted internally

- Most of our upper-level employees started entry and worked their way up
- One of the resources we have will be those with military training, they are good, have work ethic. Marine for life with resumes

Besides wages, what factors contribute to employee turnover?

- Work environment
- Benefits
- Relocation to other communities
- Expectations different—instant gratification
- 25 cents per hour raise elsewhere
- Workload / hours
- Conditions of workplace
- Morale, recognition, celebration of employees
- Abusive customers
- Can you train into civility?
- Benefits (25% minimum – important, 40% is becoming norm)
- Legal definitions to get lower health costs
- Job satisfaction, ownership, respect, being part of the business. Listening to employees, sometimes they have great ideas
- Their choice or we exit them out; there are a lot of people without work ethic
- Some employees push others out
- We have found success in Yuma selling the quality of life issues, Yuma is a family-oriented. If we offer day care or offer flexible schedules, they are loyal employees and they'll stay for life. We have found that to be so true. This is true of a majority of employees. It's not the money
- Another issue, in the last two years, the labor market has changed, it's extremely competitive. The mall put 1800 people to work and the labor market is now tight, especially for quality people
- I agree. We have such a community spirit. I've tried to make the staff feel like part of the business and be flexible. We try to see the positive

What are you doing/could you do to attract young people to consider a career in the tourism industry?

- Need a career path
- Do not provide jobs
- Have to adapt to meet demand of new customer base
- Work study
- Exposure, career exploration
- "Show biz" – awards, celebration of employers within industry, taste of Yuma
- Market campaign – what makes it attractive? Travel opportunities
- Overlook altruism – wish to do well good for others positive for others
- Nontraditional work – not as interested in 8am-5pm, job sharing
- Telecommute
- Public recognition to get the info out to these areas and let them know of the jobs and attractions, the people out there want to see what's there. We try to let them know what's available
- We need to educate as to what there is for them. So that when people come to them for info, the employee is aware
- Young people don't understand the various careers
- We do the internships and the job shadowing and we try to give them perspective. As they start thinking about these things, we like the job shadowing, the internships aren't as exciting. 50% of those who do job shadowing get into the business. We're after that, to get them interested in hospitality
- I've had kids who go into college programs after working for me. Need to educate and get them in younger and they love it
- Education. Letting them know what's out there. There are a lot of areas and it's a new industry, though we are just learning ourselves
- We need to encourage kids and give them the positive reinforcement
- ...and have them refer friends
- We can get high schoolers in to see the different programs, e.g. culinary program

How are you preparing employees for advancement in your organization?

- Bring them in early—offer opportunities and training
- Internal training

- Post openings
- Give responsibility
- Train your replacement
- Job rotations
- Multi-levels of training
- Cream of crop moves up
- Providing the tools career pathways, i.e. to be a fire chief you to... publish info
- Formal knowledge transfer fits succession, more interesting
- Don't know of any formal training other than university for tourism industry
- Culturally some are okay to go sideways
- Cross-training is essential
- And then start giving them more responsibility
- Just because they get more responsibility doesn't mean that they'll get more money
- It's good to have a plan for an employee, have them have timelines and benchmarks. We need to provide it as the job development/ladder. It's harder at lower level but it gives them a target and a light at the end of the tunnel.
Good weed out
- We sit down one on one with employees. It's so important. If they're not making it, then maybe it's not the job for them
- Job shadowing at casino, a program called upward mobility and people fill out paperwork and people go through different positions for 3 weeks so they are aware what happens in that position/job area We did a program with tribal program to teach them management and how to develop their careers
- Need to share financial info to a degree.

Are there jobs that a guest worker program would be especially well-suited to fill?

- Yes...but seasonally
- Some would—some wouldn't
- "All over the U.S. just called undocumented workers"
- Talk about our history—we talk about unskilled, they are skilled
- Sensitivity training culturally
- Valid absolutely. Non-traditional guest workers all cultures, Europe, Germany
- I can only think of the agriculture guest worker program.
- In hospitality, depending whether you are full service or what
- Need it, yes and no. sometimes it would help, sometimes no
- No.
- It would help to have some guest workers
- Casinos don't really have a need
- That's a huge issue, there's a real definition. How do we define it?
- I have winter visitors that work for me
- Preparing employees for advancement. We have once a year evaluations and bring in our short-term and long-term goals.

Discussion Topic 2: Industry Trends

How do changing travel preferences affect your workforce and training needs?

- Strained infrastructure
- Efficient customer service (educate on what there is to do)
- Lack of family attractions
- Front desk must be key point of contact cross-promotion opportunities
- Demands of business traveler
- Cost increases significantly to train outside of area
 - transportation
 - classes (external)
- More families traveling
- Winter visitors changing to more families
- Gen./retrain staff knowledge of family activities
- Tour buses (international and U.S.)
- Sister cities (Mexico, China, etc.)

- Language customs cultures
- More car travel, sales are up. Motorhome!
- It's an information society got to get that out there
- Good place to stay, good food and lots of things to do
- Web is huge tool for travelers, and we start planning with that
- I don't think the people here know that.
- We have a spiel and that personal touch is essential they are interested in knowing what we think
- It's important that our community develop an education for hospitality workers to see things first hand
- We would love to do that, take people out and show them what's out there. And even tailor it to the seasons

What other social trends (cultural, environmental, political, economic, demographic, etc.) do you anticipate impacting your industry?

- Accommodations for change in travelers, meals, smoking
- Bilingual capabilities
- Cultural sensitivity
- Need to create a _____ hub
- Border issues
- Forest management/bridge the gap
- Use of dunes/environmental issues
- Much more sophisticated
 - perceived as being "backwards"
 - high level of service/customer service, largely unskilled/socialization
 - "stealing" from others
- Baby boomers don't want to come, live in a "tin can"
- Politically-do what we can some of the hotels need fixing no one stays / no one want to work
- Post 9-11 has changed the industry, lots of domestic travel, short-term family vacations
- I have a customer with an RV and he said he will travel. There so much road travel and it has increased. I don't see gas prices affecting traveling so much
- Living in Yuma, we have a 3 day weekend, we're leaving town. We don't cater to families here. We need to cater to more than just snowbirds. There isn't much as a family destination
- Border issues, political issues...
- I think we need to be aware

What new jobs are emerging in your company or industry?

- Grow aeronautical activities
- Private air service
- Investments in facilities
- Activities and hotels
- Boat trips with stay / kayaks
- Emerging market / tours, families, eco-tourism
- Outfitting
- History *guides*
- Tech update web sites, accessibility marketing
- Gaming, that didn't exist ten years ago. Casino and resort, water parks, it's getting huge
- It's an entire community of entertainment
- We've developed the riverfront which is new and we have to be more knowledgeable about things that are happening
- Water park operators
- Jeeps out to dunes, so people wouldn't have to drive. A 4hr deal. The guy never developed the business
- There are so many new jobs out there; we'll see that change with the growth. Any job out there is tourism industry.
- An emerging need would be a parks and recreation person in hotels and casinos for people to find out what to do in the communities or where to drop off their kids
- We've got more business travelers, front reservations

Over the next five years, what jobs and job skills areas are being phased out from your company or industry?

- Investment in customers→need to spend to get training
- *unskilled jobs are falling away, dishwasher, technology, maths, landscapers, timers, etc.
- Lack skilled trades

- Pre-employment skills, immigrant workers—social issue training
- Education
- *consolidation-asking more of each staff-eliminate parts
- Cross-worker
- Absorption of other skills
- Little need for travel agents
- Groundskeepers need to know lots of technology and electronic equipment to run water and machines
- We've lost unskilled laborers because of mechanization of agriculture
- Will we see maids taking reservations?
- Hospitality is going thru a learning curve. Check in automatically, the big hotels are doing kiosks, so there's less personal interaction. If it impacts the guest positively, then I'm for it. If they don't want that human interaction so they get what they want
- The electronic ticketing is more prevalent and it is phasing out paper tickets

What impact will aging of workforce have on staffing in your industry?

- Value in work ethic of senior workers as mentors
- Older—polite, courteous; younger don't have those values lack of respect
- Book, "Generations in the workplace"
- Generational issue—don't understand
- Lack of patience, as travelers age, it will require more patience, # of wheelchairs, walkers
- Benefits-aging will need
- Alumni program/org approach to keep in touch (don't lose knowledge)
- Expectations of service will be higher lack of service/city inv.
- It could be good, cause then they'll travel
- Some want to work longer
- Is there resentment? Or other issues among employees?
- We see with federal government, the expertise is leaving and this impacts negatively not meeting the demands of the people. It's like we're starting all over
- I think there are more people than jobs, people working longer, more competition
- Are we keeping better skills from coming in to the jobs?
- Mentors are pretty important.
- My son did the step program and he's studying engineering, and he's got a job and he has someplace to go. And its mentoring him and preparing him to have the skills when he get there

What intergenerational issues affect your workforce?

- Develop internship program
- Distrust of aging
- Ethics
- Health care issues=return of older worker for benefits
- Taking jobs from younger because willing to work part time
- Some items were already discussed at question 5
- Restaurants-young, mold them, teach them service
- No different in % of good and bad a lot of generalization
- Dying art that would be good to carry on
- Younger generation – more positive than negative
- Piercing, attire, dress codes, I can't get used to all the bare skin
- I tell people about what the dress code is. Bare skin is not acceptable.
- Tongue piercing.
- There are people who come in to apply, who are hardly dressed or dressed so improperly
- They are protected but we're not. I try to tell them what its like. First impressions do matter to your customer, so they matter to me
- It is culture! The youth have standards that are not acceptable to the industry. Having to settle for a lesser worker, what are we willing to trade for skills, knowledge and common sense?
- It's important that employers communicate with employees

Discussion Topic 3: Staff Development & Training

What are you currently doing to train and update the skills of your employees?

- Fish training—using human for customer issues
- Internal and external training opportunities
- Network training (tech-based) for specialty training
- Internal online training
- Ongoing learning phone skills, etc.
- Harrah's has wonderful training program (pay for one meal a day education benefits)
- English training→online good chamber program, housing, transportation, citizenship classes
- Association—sponsor for smaller cos.
- Training alliance
- We have an in-house trainer that makes her own schedule and designs topics to be discussed. We do all of our training in house
- Attending meetings like this and passing the info on to staff
- We use videos and then test and those that show an interest in the business, we'll send them to seminars. Test both paper and on the job
- The personal interviews are a good thing, an inventory of the skills you want that person to have. I need to know their strengths to help them develop their skills. Skills assessment, and then personalize training
- We hire younger people, I can usually tell if their going to make it or break it. I can tell by the person they are. Not in the kitchen as much, more the customer service people. I can tell by the attitude
- That blank stare is not encouraging
- Our HR office has \$1500 to use that money for training and employees compete for [that money to attend training and other personal development]. It doesn't have to necessarily job related. We let employees take the initiative what they want to learn. Employee directed training...
- We would have to do a major attitude change. When you talk additional training, it's related to rooms being rented

What educational partnerships does your organization currently have, and how could these be improved?

- This community partners with everyone, SBDC, AWC, NAU
- Some funding with partnerships
- AWC and high school partnership for training in the construction industry
- Law enforcement training opportunities
- *Yuma training alliance, AZ training, 9-10 groups/orgs
- Bring in national speakers \$99, make available, 4 hours, great speakers
- Sell memberships—you show, company pays, no-show industry pays 20 sessions/4 times a year
- Senior class – co-op, 3 hrs/day
- Class/work—earn hours
- Get good employees, exposes students
- VICA, DECA—higher performers
- College, collaborative community
- Recruiting nurses at 2nd graders
- Yuma reg .medical
- We co-sponsor a small business development center. We do personnel, taxes, marketing training, etc. a full gamut of business training. Computer training at college or county... 35 venues, but we don't get enough people to fill a class and it costs \$5 per person
- People think, "\$5, what could [I] learn?"
- With high school and college connecting with career services to recruit and finding good employees
- I'd like to see a k-12 program for job shadowing. For faculty too
- A lot of time faculty doesn't know what's going on
- We used to talk about what we wanted to do. I didn't see my kids talking about it and they're in college. We'd have professionals come and talk to us about careers. Planting seeds early

What needs do you or your customers have that you are unable to meet because your employees don't have the necessary skills?

- Lack of general work skills, ethics, work
- Readiness
- Reading and writing skills
- Voc-tec skills
- Phone etiquette (verbal communication skills)
- Lack socialization skills
- Pre-emp skills

- El Centro-new mall
- (No reimbursement wanted the job) Two-week retail customer service seminar at job fair-could then say, "I graduated..." National Retailers Union Collaborative
- Need a broader community effort, a common agreement
- Show up on time, can speak English—I'll train them, they'll fit!
- Customer service is a huge thing in this community and work ethic. With AWC we're doing a work ethics curriculum, what employers expect of you. In Yuma, 70% of businesses have 6 employees or less. Very few companies have hr and training internally
- If you've got me a "viable" employee, I can help train them. Bring the right attitude and ethics is fine [The problem is] finding the right fit
- It starts with family. That has a huge impact on [work ethic]
- We have skill challenges
- Growth surpassed us, so industries are short-handed
- We don't have the people with the skills for the new jobs, it happened fast

What can be done to help prepare younger members of the workforce to appropriately service the needs of your customers?

- Ethics
- Training for the job (specifics)
- Employee orientations
- DECA, VICA, Tech Ed—can be prepared
- Benefits of industry
- Organize/expose early to children through field trips (1-3 grades). Hotels [can play a role in this exposure]
- Marriott—training/show rooms, etc. timing efficiencies
- Need to be organized as a community/industry
- Housekeeper, still need to communicate in English, customer services
- Treat labor equally, mutual respect among managers and employees
- Attention to detail
- Need to have a good atmosphere; make it fun so people enjoy the work and try to unite people, make it like a family. Focus on work environment
- Letting them know that we appreciate and respect them
- Being flexible. Ex. Someone has a child, work with them to meet family needs
- Shadowing is a huge tool to see the work and how people handle the challenges of their jobs, the bigger picture
- I believe that all orgs work top down and the example the top sets is going to make or break the operation. Top has to be the ex. For the younger workforce
- They need to learn in grade school, not too young in grade school to learn. You have to have computer schools, eh sooner we start the better off they'll be
- Learn work ethic by going to school and being responsible
- On Wed at charter schools, they have kids dress up and go out to fields to work. This is at a local charter school (Harvest Prep Academy)

What can be done to help aging members of the workforce to appropriately service the needs of your customers?

- Recognition
- Mentors
- Changes in technology and keeping up
- Flexible work schedule (not a lot of difference), 4 hrs vs. 8hrs
- Respect, advancement, compensate, benefits, trade respect for advancement (older)
- Think of jobs differently, day time needs (younger people are not available) fill with 60+; summer needs (younger people are available, older people take off)
- Sometimes you can "mix" the young with old and it is a beautiful thing
- Be sensitive to the needs of the older workforce, special chairs, stand and walk around, lighting,
- Give them more flexible schedules
- Larger print... depends on the person, but we need to evaluate that on an individual basis. Need to be flex and its individual assessment and adjust training accordingly
- It comes back to being in touch with your employees, talk to them evaluate them personal attn
- Capitalize on their experience; I would rather have an older person with solid experience and knowledge than someone who's looking for a job. Plus, they are good mentors; we need to encourage them to be the leaders of the workforce
- Support older workers in leadership positions
- I think you have to assess it individually. The personality plays a huge role in all divisions that are made

- If they want to be there, it's great. If they have to be there, then you don't want them

How will technology affect your staff training and development capacity?

- Technology literacy needed
- Need to bring training to the job
- Costs of new technology
- Coordinate/manual skills cant be taught online (sports, public speaking)
- Management, cognitive OK
- Tech should make training more effective. Should affect positively
- (for industry, the following are well-suited)
 - DVD training can be beneficial for orientations. Certain things are well suited. Safety issues, repetitive OK
 - Access issues/critical mass/community put together
- We're starting to change the way we do things, like implementing scanners and such
- Our org is doing something new, we dialed in and our computer screens were manipulated. We did the training at our own desks. Better than driving and leaving the office for a 30 min. session. The technology has the possibility to eliminate out of town travel
- We have someone who set up our program and it's personalized and the guy walked me through that. But he came in to train, which made it helpful.
- We do dial in for ADP training, for example
- Customer service cannot be trained on a computer